

FY 1999 Performance Report



Diplomatic Readiness Platform



Performance Goal 14: Overseas Security

Strategic Goals	<ul style="list-style-type: none">• Enable the U.S. Government to achieve foreign policy objectives and respond to international crises by cultivating a skilled, motivated, diverse and flexible workforce.• Strengthen the ability of the United States to achieve its International Affairs Goals and respond to crises through effective and efficient information resources management and information systems.• Establish and maintain infrastructure and operating capacities that enable employees to pursue policy objectives and respond to crises.			
Outcome Desired	Security for formerly lower threat posts is heightened to meet standards used at higher threat posts.			
Performance Goal	All U.S.G. personnel on official duty abroad and under the authority of a Chief of Mission perform their duties in support of diplomatic operations in safety from serious injury due to political violence or crime.			
Strategies & Tactics	<ul style="list-style-type: none">• Hire 200 more DS special agents in order to deploy 140 more agents overseas, in a two year plan, as security officers• Provide all embassies and consulates with armored vehicles and updated security equipment• Establish worldwide vehicle inspection and surveillance detection programs			
Indicators (Quantitative)		Baseline FY '98	Target Level FY '99	Actual Level FY '99
See attached Alternative Indicator Sheet				
Country	All Overseas Posts			
Partners	DS, PER,			
Data Source: Security Appropriation Upgrade Project Closing Report				
Assumptions & External Factors	Overseas facilities will remain highly visible targets for intelligence and terrorist threats.			

Alternative Indicator Sheet

National Interest: Diplomatic Readiness

Performance Goal 14: Overseas Security

Indicators	Baseline FY '98	Target Level FY '99	Actual Level FY '99
Number of security officers deployed overseas	278 security officers are deployed overseas	N/A – since the bombings in Dar es Salaam and Nairobi occurred following the planning process for the FY99 performance plan, priorities for the Bureau of Diplomatic Security shifted to upgrades that were necessary on a worldwide basis that were not previously planned. Therefore, no target levels existed for these items.	Successful: All 200 new special agents hired and 65 security officers deployed overseas. Total security officers overseas 343—remaining (75) to be deployed by the end of FY00
% of embassies and consulates with armored vehicles	Fully armored vehicles (FAVs) are only required for Chief of Missions at higher threat posts (12%)		Successful: 94% of Chief of Missions' armored vehicles have been ordered; 25% are in the armoring phase; 30% of Chief of Missions have an armored vehicle
	23% of the current Lightly Armored Vehicle (LAV) need are deployed abroad		Successful: 100% LAV have been ordered; 29% of ordered vehicles are in the armoring phase; 38% of posts have at least one LAV

Alternative Indicator Sheet

National Interest: Diplomatic Readiness

Performance Goal 14: Overseas Security

<p>% of embassies and consulates supplied with updated security equipment</p>	<p>No bomb detection program is in place and only 15% of embassies/consulates have updated metal detectors.</p>	<p>N/A. Since the bombings in Dar es Salaam and Nairobi occurred following the planning process for the FY '99 Performance Plan, priorities for the Bureau of Diplomatic Security shifted to upgrades that were necessary on a worldwide basis that were not previously planned. Therefore, no target levels existed for these items.</p>	<p>Successful: 79% of embassies/consulates have received updated metal detectors 48% of embassies/ consulates have bomb detection equipment</p>
<p>% of posts with vehicle inspections in place</p>	<p>Security standards do not require vehicle inspections at low threat posts only 30% of embassies/consulates have vehicle inspections</p>		<p>Successful: 100% of embassies/consulates with vehicle access to USG compound have vehicle inspection program in place</p>
<p>% of embassies and consulates with surveillance detection equipment in place</p>	<p>No surveillance detection program exists.</p>		<p>Successful: Surveillance detection program has begun at all posts where implementation is practical. 68% of the embassies/consulates have fully established programs.</p>

National Interest: Diplomatic Readiness

Performance Goal 15A: Workforce Planning

Strategic Goal	Enable the U.S. Government to achieve foreign policy objectives and respond to international crises by cultivating a skilled, motivated, diverse and flexible workforce.			
Outcome Desired	(see PER submission)			
Performance Goal	A Department-wide, integrated Workforce Plan determines the size, distribution, composition, and recruitment needs of the Department of State’s American workforce through 2010.			
Strategies & Tactics	(see PER submission) <ul style="list-style-type: none">Provide grants and technical assistance to overseas schools educating USG dependent children.			
Indicators (Quantitative) Number of overseas schools that are accredited by U.S. accrediting association.		Baseline FY '98 140 (of 179) schools	Target Level FY '99 143	Actual Level FY '99 143
Country	Worldwide			
Partners	Individual overseas schools; school boards; accrediting associations			
Data Verification and Validation				
Data Source:	A/OPR/OS			
Data Storage:	A/OPR/OS			
Frequency:	Ongoing			
Validation:	DAS for Operations; Assistant Secretary for Administration			
Verification:	Accrediting associations			
Assumptions & External Factors	Provision of accredited schools contribute to successful Foreign Service recruitment, open assignments and retention.			

National Interest: Diplomatic Readiness

Performance Goal 15B: Workforce Planning

Strategic Goal	Enable the U.S. Government to achieve foreign policy objectives and respond to international crises by cultivating a skilled, motivated diverse and flexible workforce.		
Outcome Desired	Human resources-American Workforce Planning		
Performance Goal	A Department-wide integrated Workforce Plan determines the size, distribution, composition, and recruitment needs of the Department of State's American workforce through 2010.		
Indicators	Baseline FY '99	Target Level FY '00	Target Level FY '01
See attached Alternative Indicator Sheet			

Alternative Indicator Sheet

National Interest: Diplomatic Readiness

Performance Goal 15B: Workforce Planning

Indicators	Baseline FY '98	Target Level FY '99	Actual Level FY '99
<p>Status of unified Department-wide Workforce plan</p> <p>Data Source: Final report of the Workforce Plan Working Group and the FY 2000 hiring plan.</p>	<p>State has no universal Workforce plan; existing Human Resources planning processes are unlinked and operate in isolation from each other; USIA and ACDA are independent agencies</p>	<p>State completes and issues an integrated Workforce Plan including USIA and ACDA.</p>	<p>Successful: Both agencies were successfully integrated on October 1, 1999. Due to the complexities of the integration and extensive Y2K preparations, the Workforce Plan is still in the process of being developed. In this regard the Dept. is currently surveying all public diplomacy positions overseas.</p>
<p>Hiring rates in specific deficit skill areas</p> <p>Date Source: Department of State Hiring Plan</p>	<p>28 IM Specialists hired 37 Office Management Specialists hired</p>	<p>70 IM specialist hired 80 Office Management Specialists hired</p>	<p>Successful: 86 IM specialists hired 94 OMS hired</p>
<p>Number of Foreign Service positions in global bureaus.</p> <p>Data Source: Bureau of Personnel</p>	<p>154 authorized Foreign Service positions in the Bureau of Democracy, Human Rights and Labor; International Narcotics and Law Enforcement; Oceans and International Environment Scientific Affairs; and Population, Refugees and Migration</p>	<p>5 % increase 180 up</p>	<p>Successful: Positions increased by 17% to 180</p>

National Interest: Diplomatic Readiness**Performance Goal 16:** Staffing -- Retirements

Strategic Goal	Enable the U.S. Government to achieve foreign policy objectives and respond to international crises by cultivating a skilled, motivated diverse and flexible workforce		
Outcome Desired	Human Resources- Career Development		
Performance Goal	The Department of State is staffed with a fully skilled workforce and is ready to handle the surge in "baby boomer" retirements without a disruption in its work.		
Indicators	Baseline FY '99	Target Level FY '00	Target Level FY '01
See attached Alternative Indicator Sheet			

Alternative Indicator Sheet**National Interest:** Diplomatic Readiness**Performance Goal 16:** Staffing -- Retirements

Indicators Civil and Foreign Service employees taking courses in leadership and management (does not include The Senior Seminar, which has an enrollment ceiling. Data Source: FSI Registration Records	Baseline FY '98 634 (244 FS and 410 CS) employees take courses in leadership and management	Target Level FY '99 15% increase (ie. 729 total) over FY 1998 in number of employees taking courses in leadership and management	Actual Level FY '99 Successful: FS 1546 FS and 448 CS employees enrolled in courses in leadership and management courses
Foreign Service Assignment Cycle Data Source: Weekly Snapshots of FS assignment cycle prepared by PER/CDA	By March 27, 1998, 76% of FS-1s and 59% of Senior Foreign Service (SFS) officers were assigned. Chief of mission (COM) selections were made in late October 1997 and Deputy Chief of Mission (DCM) assignments in mid-December 1997.	By March 24, 1999, 80% of FS-1s and 65% of SFS officers assigned. COM selections in late September 1998 and DCM assignments in late November 1998.	Successful: By March 15, 1999, 65 % of FS-1s were assigned, 60% of SFS were assigned. COM selections were made in July 1999, and DCM assignments in early November 1999.

Performance Goal 17A: Employee Health

Strategic Goal	Establish and maintain infrastructure and operating capacities that enable employees to pursue policy objectives and respond to crises.		
Outcome Desired	Overseas facilities under the Department of State's control enable State and other U.S.G. agencies' employees to perform their duties.		
Performance Goal	The Department of State will sustain the morale, health and well being of employees and family members		
Strategies & Tactics	<ul style="list-style-type: none"> • Carry out first-rate preventative and routine maintenance programs; • Continually assess the condition of facilities; • Replace aging and obsolete building systems through major rehabilitation; • Provide protection from fire and life safety hazards at overseas posts through on-site inspections and training, installation of fire systems, and provision of sufficient equipment. • Continue to survey posts to identify opportunities to reduce energy consumption. 		
Indicators (Quantitative) <ul style="list-style-type: none"> • Percent of Posts Receiving Annual Global Condition Surveys. • Status of Major Rehabilitation Projects <ul style="list-style-type: none"> • Complete Construction • Initiate Designs • Additional square meters (sqm) of chancery space protected by fire alarm systems • Percent of energy reduction at overseas posts. 	Baseline FY '98 25 posts (11%) 11 projects 7 projects 2,670 sqm ^a Reduce energy consumption by 3% of original baseline	Target Level FY '99 25 posts (11%) 21 projects 5 projects 23,500 sqm of the remaining 80,000 sqm. Reduce energy consumption by 3% of original baseline	Actual Level FY '99 25 posts (11%) 15 projects 5 projects 25,800 sqm Reduced energy consumption by 3% of original baseline

Performance Goal 17A: Employee Health

Resources		State Operations:	\$380,043	\$370,761	\$370,761
		TOTAL:	\$380,043	\$370,761	\$370,761
Country	Worldwide				
Partners	Bureau of Diplomatic Security, Geographic Bureaus and Posts				
Data Verification and Validation					
Data Source: A/FBO Project Monthly Report					
Assumptions & External Factors	<ul style="list-style-type: none">• The U.S.G. will continue to face a growing overseas facility problem as U.S.G. presence overseas changes, Department facilities continue to age, and facility support systems exceed their useful life,• Security concerns will influence the choice between major rehabilitation and new construction, and affect scope decisions in rehabilitation projects.• In some countries, quality building materials or qualified workers may not be readily available. This will influence cost and schedules.				

- a. This is not a representative baseline as the Department did not have a fire alarm installation contractor for the first half of the fiscal year.

National Interest: Diplomatic Readiness

Performance Goal 17B: Employee Health

Strategic Goal	Enable the U.S. Government to achieve foreign policy objectives and respond to international crises by cultivating a skilled, motivated diverse and flexible workforce.		
Outcome Desired	Human Resources- Retention		
Performance Goal	The Department of State will sustain the morale, health, and well-being of employees and family members.		
Indicators	Baseline FY '98	Target Level FY '99	Actual Level FY '99
See attached Alternative Indicator Sheet			

Alternative Indicator Sheet

National Interest: Diplomatic Readiness

Performance Goal 17B: Employee Health

Indicators	Baseline FY '98	Target Level FY '99	Actual Level FY '99
Number of posts meeting Safety, Health, and Environmental Management requirements (FBO) Data Source: State Safety, Health and Env. Mgmt Office records	10% of 40 posts visited attain 80+ score out of 100 points	50% of 75 posts visited attain 80+ score	Successful: 50%
Number of bilateral work agreements and de facto arrangements enabling family members overseas to work on the local economy. Data Source: Dept. of State Family Liaison Office Records	73 bilateral work agreements and 58 de facto arrangements are in place	Four additional work agreements or de facto arrangements	Successful: 11 bilateral work agreements negotiated
Number of schools that are accredited by U.S. accrediting associations Data Source: Accrediting association reports, A/OPR/OS records	140 out of 179 overseas schools are accredited	143 are accredited	Successful: 140 schools have been accredited
Overseas Federal Drug-free Workplace Program Data Source: Federal Drug-Free Workplace Program contractor records.	No overseas testing program	Implementation procedures are finalized and negotiated as appropriate with employee unions. Employees receive required notificaiton of overseas program.	Unsuccessful: No program overseas to date. MED is still in the process of developing the plan, incorporating comments from Office of Legal Advisor and obtaining departmental clearances.

Diplomatic Readiness: Information Resources

Performance Goals 18-19-20: Y2K; Information Technology (IT) security; IT accessibility

Strategic Goal	Strengthen the ability of the United States to achieve its International Affairs goal and respond to crises through effective and efficient information resources management and information systems.			
Outcome Desired	A modernized, secure infrastructure capable of supporting the Department's communications and data processing needs beyond December 31, 1999 with modern, integrated, information technology which will be available to all employees.			
Performance Goal	<ul style="list-style-type: none">• The Department of State's infrastructure, including its information technology systems, works after December 31, 1999.• The Department of State's information technology systems and the information processed and stored in them are safe from unauthorized access, change, disclosure, disruption, or denial of service.• The Department of State has modern integrated information technology accessible to all employees.			
Strategies & Tactics	<ul style="list-style-type: none">• Test all information and communication systems for Y2k compliance and remedy non-compliant systems by the GAO and OMB deadlines.• Maintain the security of the Department's information systems and update the security systems to meet changing security standards.• Deploy and maintain one large-scale computer network that supports all State employees and provides access to external locations.• Provide all U.S. embassies and consulates with a modern, centrally controlled, commercial off the shelf (COTS) computer system.			
Indicators (Quantitative) <ul style="list-style-type: none">• Department of State computer systems tested for Y2K compliance.• Department of State software applications tested for Y2K compliance.• Non-compliant systems and software remedied to meet Y2K compliance.• Performance measures for the security performance goals are not available.• Complete the Department of State unclassified overseas modernization effort (ALMA)• Complete the Department of State domestic connectivity to the Opennet.		Baseline FY '98	Target Level FY '99	Actual Level FY '99
			100%	
			100%	
			100%	
			n/a	
			100%	
			est. 99%	

Performance Goals 18-19-20: Y2K; Information Technology (IT) security; IT accessibility

Country	Department wide – domestic and overseas posts
Partners	All Foreign Affairs Agencies
<p style="text-align: center;">Data Verification and Validation</p> <p>Data Source: The source of data for the Y2k evaluation and remediation is the Y2k Office. The source of information for the security issues is the IRM Operations- System Integrity Office (ISSO). The data for Opennet is from the IRM Operations- Messaging Systems Office. ALMA percentage data from ALMA Office briefings.</p> <p>Data Storage: The IRM Planning Office will store and maintain the data supporting IT strategic planning.</p> <p>Frequency: The data will be updated on an annual basis for as long as the initiatives are funded through the IRM Central Fund. Updates will be furnished by the individual program offices.</p>	
Assumptions & External Factors	<ul style="list-style-type: none"> • That the required resources will be seen as an ongoing investment and be made available to the Department in order to address the significant challenges faced in establishing and maintaining the IT infrastructure called for in the IT Strategic Plan, one that supports the demands of the international affairs missions. • The demand for IT support will increase over the next few years, both from within the Department and from other members of the international affairs community. • Technology will continue to change very rapidly demanding that the Department strive to keep up with new technological directions to meet the evolving user expectations. • IT will become ever more complex and sophisticated which will continue to pose new challenges for supporting worldwide operations with more than 200 locations. • Security technology will continue to keep pace with cyber threats, but will require ongoing investments in the Department's security infrastructure to effectively manage the new risks encountered.

National Interest: Diplomatic Readiness

Performance Goal 21: Domestic Facilities

Strategic Goal	The Department of State's facilities are cost-effective and energy efficient, and enable employees to perform their duties.
Outcome Desired	Occupancy of state-of-the-art, energy efficient facilities of the U.S. Department of State.
Performance Goal	<ul style="list-style-type: none">• Renovation and consolidation of office space in the Washington, D.C. metro area and other location to realize long-term cost and energy savings, to enhance functionality and employee productivity; and to provide for Foreign Affairs reorganization.• Construction of a new, larger, state-of-the-art building for the USUN Mission at 799 United Nations Plaza, to enable USUN staff to perform their mission.
Strategies & Tactics	<ul style="list-style-type: none">• Implement detailed timeline for renovation of infrastructure and office space with State contributing 28% of funding over the life of the GSA project, following Master Real Estate Plan to reduce the number of annexes and to realize efficiencies in space management, operations and security.• GSA and State are planning the construction of a new USUN building at a cost to the Department of \$27M, based on a detailed timeline of actions according to available funding.

Performance Goal 21: Domestic Facilities

Indicators (Quantitative)		Baseline FY '98	Target Level FY '99	Actual Level FY '99
<ul style="list-style-type: none">Columbia Plaza Phase 2 completion; Implementation of Main State Phase;		90% complete; plans underway	100% complete; MS Phase 1 implementation to begin	100% complete; MS Phase 1 began
<ul style="list-style-type: none">Navy Hill renovation		Plans underway	Navy Hill to begin	Navy Hill renovations begun
<ul style="list-style-type: none">Status of USUN construction project		Budget presented; GAO study completed; initial design work undertaken	GSA to award lease for temp. space; alterations and pre-design completed	GAO study completed; temp space lease delayed until FY2000 based on funding, with staff move scheduled for 1/2001; new bldg. pre-designs completed
<ul style="list-style-type: none">BTU consumption (for Main State, Beltsville Info Management Center, Blair House, ICC, leased bldgs for which State is responsible)		340 MBTUs	340 BTUs	340 BTUs (reduction to begin FY2000)
Resources <u>State Operations -D&CP</u> (in thousands)				
1. Foggy Bottom renovations:			\$7,561	\$7,561 ¹
2. USUN new bldg project:			\$0	\$0
			(GSA funding only in FY99)	
Country	United States			
Partners	GSA			

¹ As of FY 2000, the Foggy Bottom renovations projects are funded from the Embassy Security, Construction and Maintenance Appropriation, rather than the D&CP Appropriation.

Performance Goal 21: Domestic Facilities

Data Validation and Verification	
Data Source:	Bureau of Administration, DAS for Operations; Annual BTU consumption reports to Department of Energy
Data Storage:	Master Real Estate Plan; Funding – Executive Office
Frequency:	Continuous
Verification:	Assistant Secretary for Administration, FMP, GSA
Assumptions & External Factors	<ul style="list-style-type: none">• GSA funding will drive the pace of the MS renovation. MS renovation will remain the #1 priority of the GSA National Capital Region.• Without investment in a new USUN building, the current facility will continue to age beyond reasonable expectations and will be unable to support current and future security, IT and operational requirements.•

Performance Goal 22: Overseas Security

Strategic Goal	Establish and maintain infrastructure and operating capacities that enable employees to pursue policy objectives and respond to crises.		
Outcome Desired	Overseas facilities under the Department of State's control meet post-specific physical security standards and technical security requirements, and assist State and other U.S.G. agencies' employees to safely perform their duties.		
Performance Goal	Overseas facilities under the Department of State's control enable State and other U.S.G. agencies' employees to perform their duties.		
Strategies & Tactics	<p>The bombings in East Africa in late FY 1998 and the end of the fighting in Kosovo in Spring of 1999, along with their subsequent emergency supplemental appropriations, greatly altered the strategies originally planned for FY 1999. A significant portion of the year was now devoted to identifying, planning, and executing security upgrade projects around the world. Of primary importance was the reestablishment of our embassies in Nairobi and Dar es Salaam into safe and secure interim facilities and to begin work on their new permanent homes. Other strategies included:</p> <ul style="list-style-type: none"> • Begin the process of replacing our most vulnerable posts. • Acquire additional setback around vulnerable posts where practical. • Ensure Departmental security policies and Overseas Security Policy Board standards are incorporated into all construction projects. • Use Implementation Contractors and other innovative means of executing projects. 		
Indicators (Quantitative) <ul style="list-style-type: none"> • Number of Physical Security Upgrade projects started/funded. • Number of Physical Security Upgrade projects completed. • Number of posts with added security setback • Status of New Construction Projects <ul style="list-style-type: none"> • Acquire/obtain options for sites • Initiate design/construction • Complete construction • Status of Kosovo Supplemental Projects <ul style="list-style-type: none"> • Initiate design/construction 	Baseline FY '98 ^a 15 6 NA ^c	Target Level FY '99 ^b NA 1 project 5 projects 4 projects 5 projects	Actual Level FY '99 1,020 projects 265 projects 18 posts 5 projects 12 projects 3 projects 5 projects
Resources	State Operations: SMUSM	\$17,900	\$710,300 ^d
Country	Worldwide		
Partners	DS, Geographic Bureaus and Posts		

Performance Goal 22: Overseas Security

Data Verification and Validation	
Data Source: Security: A/FBO/PE/CSM Reports; A/FBO Project Summary Report Frequency: Monthly	
Assumptions & External Factors	<ul style="list-style-type: none"> • U.S. facilities will remain prime targets for terrorist and technical surveillance activities. • U.S. presence overseas will continue to grow. • Congress will support the Department's keeping pace with technological advances in the security field. • The U.S.G. will continue to face a growing overseas facility problem as U.S.G. presence overseas changes, Department facilities continue to age, and facility support systems exceed their useful life, • Security concerns will influence the choice between major rehabilitation and new construction. • In some countries, quality building materials or qualified workers may not be readily available. This will influence cost and schedules.

- a. FY 1998 is not a representative baseline as program scope and funding changed drastically after the August 1998 bombings.
- b. Due to the terrorist bombings in Nairobi and Dar es Salaam and the addition of emergency supplemental funding at different points in time, the targets for FY 1999 were adjusted throughout the year.
- c. The FY 1998 New Construction Program was devoted to continuing on-going projects only.
- d. Includes \$56 million for USAID, USIA, Peace Corps, Foreign Commercial Service, and Foreign Agricultural Service as well as the \$50.5 million for the Kosovo Supplemental Appropriation Projects.

Performance Goal 23: Asset Management

Strategic Goal	Establish and maintain infrastructure and operating capacities that enable employees to pursue policy objectives and respond to crises			
Outcome Desired	Maximize the economic benefits from the Department's real properties overseas through an aggressive asset management program.			
Performance Goal	The Department of State’s asset management program maximizes the economic benefits of our real property holdings overseas.			
Strategies & Tactics	<ul style="list-style-type: none">Continue the Asset Management Program to make the best use of our owned and leased properties. The strategy considers all aspects of a facility—its value, age, functionality, maintenance cost, and possible alternative uses—and relates them to the post’s needs.Utilize sales proceeds to buy and or buy-down leasehold investments in, (1) office buildings, (2) residential properties and/or, (3) to fund new construction.Target leasehold buy-down investments principally at residential properties and support facilities (warehouses, unclassified annexes, motor pools, etc.) because this is where State is experiencing the most significant cost growth and where investment payback is the greatest.			
Indicators (Quantitative) <ul style="list-style-type: none">Number of excess and underused properties disposedMarket excess properties worldwide		Baseline FY ’98 38 properties 23 properties	Target Level FY ’99 37 properties NA ^a	Actual Level FY ’99 37 properties 10 properties ^b
Country	Worldwide			
Partners	Bureau of Diplomatic Security, Geographic Bureaus and Posts			
Data Verification and Validation				
Data Source: Real Estate Acquisition and Disposal Monthly Status Reports				
Assumptions & External Factors	<ul style="list-style-type: none">The currently depressed real estate markets in Asia (where the bulk of State’s marketable assets are) may adversely affect the availability of asset management funds.International lease costs will continue to grow at approximately 5% annually, necessitating either increases in appropriations for leasing, or purchasing more property to offset the lease cost increases.			

a. Due to the instability of overseas real estate markets, it is not possible to predict when any of the marketed properties will actually be sold.

b. Due to the terrorist bombings in Nairobi and Dar es Salaam, resources were diverted to higher priority activities.

Performance Goal 24: Overseas Security

Strategic Goals	<ul style="list-style-type: none"> • Enable the U.S. Government to achieve foreign policy objectives and respond to international crises by cultivating a skilled, motivated, diverse and flexible workforce. • Strengthen the ability of the United States to achieve its International Affairs Goals and respond to crises through effective and efficient information resources management and information systems. • Establish and maintain infrastructure and operating capacities that enable employees to pursue policy objectives and respond to crises. 		
Outcome Desired	No employee suffers physical harm at a Department of State facilities due to inadequate physical security or access controls and no incidents occur that result in bodily harm to a DS protectee.		
Performance Goal	All employees working in Department of State domestic facilities and designated foreign dignitaries with the United States are safe from physical harm.		
Strategies & Tactics	<ul style="list-style-type: none"> • Upgrade domestic facilities with physical security countermeasures • Establish a replacement program for domestic armored vehicles used for dignitary protection • Provide protective details for foreign dignitaries during special events • Protect the perimeter of Main State with pop-up bollards • Implement new technology for access controls at domestic facilities 		
Indicators (Quantitative)		Baseline FY '98	Target Level FY '99
See attached Alternative Indicator Sheet			
Data Verification and Validation			
Data Source: Internal Diplomatic Security Reports			
Assumptions & External Factors	<p>The number of officials requiring protection does not increase.</p> <p>Requirements for supporting a new pool of 15 facilities from the consolidation with USIA and the renovation of Main State and the USUN will be adequately funded and will not divert personnel assets from completing planned upgrades.</p>		

Alternative Indicator Sheet

National Interest: Diplomatic Readiness

Performance Goal 24: Overseas Security

Indicators	Baseline FY '98	Target Level FY '99	Actual Level FY '99
# of facilities that meet standards.	82 of 89 domestic facilities meet standards	All facilities meet standards by the end of FY99	Successful: As of 9/30/99, DS/DO had responsibility for a total of 101 domestic sites. All currently meet or exceed the Department of Justice recommended minimum physical security standards
# of armored vehicles replaced.	Entire fleet (24) of armored vehicles are between 6 and 15 years old	Replace domestic armored vehicles on a six year life-cycle beginning with four in FY00	Successful: six year replacement cycle is in place and funding acquired to replace the first 4 domestic armored vehicles in FY00
Dignitaries' safety was not compromised during special events.	N/A	Support protection requirements for NATO 50 th anniversary and the U.N. Status of Women in FY00	Successful: Dignitaries' safety was not compromised at NATO 50 th anniversary nor at the Wye Plantation which was an additional special protective event.

Alternative Indicator Sheet

Performance Goal 24: Overseas Security
Diplomatic Readiness

National Interest:

Perimeter upgrades to the Main State facility	Engineering and design layout study in progress	Prepare cost and implementation proposal for Department consideration and decision	Successful: Cost and implementation proposals prepared for DoS and jersey barriers installed forming the backbone for perimeter security at the Main State facility. Three areas were designated to receive hydraulic pop-up bollards and price quotes obtained. The quote from the lone bidder exceeded funds allotted for the project. Decision made to install bollards at two of the three areas Successful: Implementation plan of the AVACs was completed in FY99, market research also began in FY99. Funding has yet to be identified.
Access control at domestic facilities is upgraded.	No electronic access visitor control system exists	Develop a plan for implementation of an automated visitor access control system (AVACS) at Main State Develop a plan to convert employee building passes to Smart Card technology	An integrated implementation plan with GSA has been produced for conversion of employee building passes to smart card technology. The plan includes the initiation of a pilot project using smart card and biometric (hand geometry) readers.

Performance Goal 25: Information Security

Strategic Goals	<ul style="list-style-type: none"> • Enable the U.S. Government to achieve foreign policy objectives and respond to international crises by cultivating a skilled, motivated, diverse and flexible workforce. • Strengthen the ability of the United States to achieve its International Affairs Goals and respond to crises through effective and efficient information resources management and information systems. • Establish and maintain infrastructure and operating capacities that enable employees to pursue policy objectives and respond to crises. 			
Outcome Desired	Department of State's highest systems security priorities are being met and that information systems security safeguards are in place for all major Department systems.			
Performance Goal	All classified and sensitive information overseas and domestic facilities is safeguarded from physical and technical compromise.			
Strategies & Tactics	<ul style="list-style-type: none"> • Conduct detailed security analyses and certifications of major information systems • Install Video Entry Guard Alarm System • Establish Marine security guard detachments at 134 posts • Conduct TEMPEST inspections at critical and high technical threat posts • Develop and implement an Information Systems Security Officer (ISSO) training course • Conduct periodic personnel security investigations of Department employees and contractors to reach a 5 year cycle 			
Indicators (Quantitative)		Baseline FY '98	Target Level FY '99	Actual Level FY '99
See attached Alternative Indicator Sheet				
Data Verification and Validation				
Data Source: Internal Diplomatic Security Reports				
Assumptions & External Factors	Posts will support security training by permitting Post Security Officers to leave post to attend Washington-based training. The Information Resource Management process will continue to support information security initiatives underway.			

Alternative Indicator Sheet

National Interest: Diplomatic Readiness

Performance Goal 25: Information Security

Indicators	Baseline FY '98	Target Level FY '99	Actual Level FY '99
Completion of detailed security analyses and certifications of major information	6 of 10 IRM-approved projects completed.	Complete Red Mainframe project, remaining 4 IRM approved projects and certification of 3 FMP systems for Y2K compliance	Successful: Red Mainframe project completed; 4 remaining IRM projects done; 2 FMP systems are certified and the remaining project requires action from another bureau prior to certification
# of Video Entry Guard Alarm Systems (VEGAS) installed for protection of 38 classified spaces	VEGAS in place at 16 of 38 overseas posts.	Install 14 VEGAS systems in FY99	Unsuccessful: target was not met at 14 posts. VEGAS was reengineered to improve the system and installed at 9 posts.
# of Marine security guard detachments in place at posts where protection of Top Secret information requires their 24-hour presence	Marine security guard detachment in place at 122 of the 134 posts where required	4 additional detachments are established	Unsuccessful: 122 Marine detachments in place. One additional detachment during FY99; one detachment removed due to suspension of operations in Belgrade; the remainder of scheduled detachments are shifted to FY00 due to construction and equipment requirements not in place

Alternative Indicator Sheet

National Interest: Diplomatic Readiness

Performance Goal 25: Information Security

# of TEMPEST inspections completed at critical and high threat post	Frequency is based on standards, and requires inspections every year for critical and every two years for high.	Complete TEMPEST inspections at 18 critical and high threat posts	Successful: 27 total TEMPEST inspections were done 18 of which were high and critical posts
% of Information Systems Security Officers trained	No ISSO training curriculum exists for State employees.	Develop training curriculum and train 90% of State's 300 ISSOs by the end of FY99	Successful: Training curriculum developed with federal laws and standards and trained 85% of embassies/ consulates have at least one trained ISSO. In addition a number of security professional have been trained to perform ISSO collateral duties
% of periodic personnel security investigations completed	Only 32% of the five year requirement is being met	Bring the periodic investigations up to a 5 year cycle by the end of FY00	Unsuccessful: Priorities were refocused with the vast influx of new hires due to the Emergency Supplemental and the increase Foreign Service Officer hiring in FY99. The periodic re-investigation program remained at 32% of the five year requirement

Performance Goal 26: Financial Systems

Strategic Goal	Infrastructure and Operations: Financial Systems		
Outcome Desired	The Department of State has financial and accounting systems that meet internal and external financial management and programmatic requirements.		
Performance Goal	<ul style="list-style-type: none"> • Achieve compliance for all financial management systems with Year 2000 requirements. • Prepare financial statements by March 1 of each year and achieve an unqualified [audit] opinion. • Meet the requirements of the Federal Financial Management Improvement Act of 1996 (the Brown Bill). • Meet the requirements of GPRA. • Meet the requirements of the Debt Collection Improvement Act of 1996. • Improve the financial management workforce. • Improve business practices and customer service. 		
Indicators (Quantitative)	Baseline FY '98	Target Level FY '99	Actual Level FY '99
See attached Alternative Indicator Sheet			

Alternative Indicator Sheet

National Interest: Diplomatic Readiness

Performance Goal 26: Financial Systems

Indicators (Alternative)	Baseline FY '98	Target Level FY '99	Actual Level FY '99
Linkage of State resources to State's Strategic Goals	FY99 Plan identified goals without matching dollars against them.	FY00 Performance Plan will array 40% of requested resources against performance goals.	FY00 Performance Plan arrayed 48% of requested resources against performance goals.
Percentage of financial transactions conducted electronically	98% of American payroll 93% of annuity payments 58% of vendor payments	100% (except for waivers)	98% of American payroll 96% of annuity payments 89% of vendor payments
Domestic (top) Overseas (bottom)	41% of FSN Payroll 92% of temporary duty payments 24% of vendor payments	50% of FSN Payroll 95% of temporary duty payments 30% of vendor payments	Awaiting data
Compliance with federal financial management system requirements.	Determined requirements to meet FFMIA, FASAB standards, and Y2K.	Upgrade CFMS	The CFMS upgrade was deferred due to Y2K activities and the consolidation of foreign affairs agencies (ACDA and USIA).
		Develop regional FMS	FMP completed development of the disbursing portion of the Regional Financial Management System (RFMS) was completed; confirmation reviews and testing are taking place. FMP finalized a cross-servicing MOU with Treasury for RFMS accounting software and services. However, some RFMS resources were diverted to meet Y2K needs.
		Develop functional account code structure	State mandated use of project codes and function codes in all financial management transactions
		Improve interfaces	Interface improvements were deferred due to Y2K activities and the consolidation of foreign affairs agencies (ACDA and USIA).

National Interest: Diplomatic Readiness

Performance Goal 27: Customer Service

Strategic Goal	Establish and maintain infrastructure and operating capacities that enable employees to pursue policy objectives and respond to crises.			
Outcome Desired	Strengthening public diplomacy by improving public access to central foreign policy archives; enhanced organizational effectiveness			
Performance Goal	Domestic and overseas Department of State customers receive goods and services when needed			
Strategies & Tactics	<ul style="list-style-type: none">• Improve compliance with legal mandates• Increase use of Statebuy Interactive Platform (E-commerce)• Reduce life cycle cost of State’s overseas motor vehicle fleet			
Indicators (Quantitative) <ul style="list-style-type: none">• Freedom of Information Act (FOIA) are. response time• Number of overseas posts on-line with E-commerce• Percent of overseas vehicle fleet more than 5 years old		Baseline FY ’98 540 days 16 offices/posts 91% of 1200 vehicles over 5 yrs old	Target Level FY ’99 540 days 36 offices/posts 80% of 1200 over 5 yrs old	Actual Level FY ’99 540 days 36 offices/posts (double this number expected in FY 2000) 50% of 1200 over 5 yrs old ²
Country	Washington, D.C. and Worldwide			
Partners	Department of Army (Statebuy Interactive Platform); GSA (vehicle purchases)			
Data Verification and Validation				
Data Source:	Bureau of Administration			
Data Storage:	Records and Publishing Services; Procurement Executive; Logistics Management			
Frequency:	Continuous			
Verification:	Assistant Secretary for Administration			
Assumptions and External Factors	<ul style="list-style-type: none">• The demand for foreign policy documentation will continue to increase the Department’s information access workload.• Internet-based, E-commerce technology will be utilized to a greater extent by the Department of State and Posts abroad.• The size of the State vehicle fleet abroad will remain constant.			

² **FOR STATE DEPT USE:** The combination of security supplemental funding and the ICASS transfer allowed for an improved overseas vehicle replacement cycle.

